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This publication, one in a series of monographs on college unions, explores the importance, role, and function of food services in the college union. Major topics discussed include: (1) food service and the college union, (2) union food service and the campus, (3) union food service and the community, (4) organization of union food services, (5) cost controls, (6) pricing union food, (7) food service facilities, and (8) union food service--an industry in transition. Appendices focus on wage cost analysis and trends in key food operation percentages. A bibliography is included with references for general union management as well as food service management. (BP)

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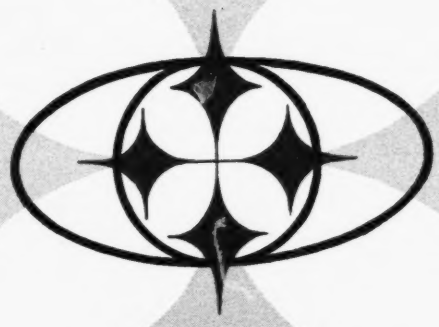
COLLEGE UNIONS AT WORK



50TH ANNIVERSARY MONOGRAPH SERIES OF THE ASSOCIATION OF COLLEGE UNIONS–INTERNATIONAL

Food Service and the College Union

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By DOUGLAS C. OSTERHELD

ROLE OF THE COLLEGE UNION

1. The union is the community center of the college, for all the members of the college family — students, faculty, administration, alumni, and guests. It is not just a building; it is also an organization and a program. Together they represent a well-considered plan for the community life of the college.

2. As the 'living room' or the hearthstone' of the college, the union provides for the services, conveniences, and amenities the members of the college family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom.

3. The union is part of the educational program of the college.

As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in a democratic society.

Through its various boards, committees, and staff, it provides a cultural, social, and recreational program, aiming to make free time activity a cooperative factor with study in education.

In all its processes it encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness. Its goal is the development of persons as well as intellects.

4. The union serves as a unifying force in the life of the college, cultivating enduring regard for and loyalty to the college.

—Adopted by the Association general membership in 1956.

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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Food Service

and the

College Union

By

DOUGLAS C. OSTERHELD

The sixth publication
in the
Golden Anniversary Monograph Series
COLLEGE UNIONS AT WORK
William E. Rion, Editor

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Preface

COLLEGE UNIONS AT WORK constitutes a series of monographs on college unions. Recognizing the Golden Anniversary of the Association of College Unions-International, this series is designed to provide helpful information concerning the operation and management of various phases of the college union. Previous monographs in the series have been "Administration and Operation of the College Union" by Boris C. Bell (#1), "The College Union Outdoors" by Theodore Crabb (#2), "Art in the Union" by Norman F. Moore (#3), "Planning for a College Union" by Frank Noffke (#4), and "The Union Recreation Area" by George F. Stevens (#5). Another forthcoming monograph will be on arts and crafts facilities and programs.

The service of food permeates each and every major role of a college union. No function or purpose—whether it be the community center, the 'living room', the educational program, the laboratory of citizenship, the social and recreational activities, or the unifying force in the life of the college—can be fulfilled effectively without food. This thread of life can signal success or failure and is the single ingredient that can make the whole college union more than the sum of its parts.

There is a vast literature on food service in general and college food service in particular. It is the attempt of this pamphlet to suggest only in the broadest terms main types of problems and relationships in the college food service field. The author hopes that in the general overview presented there are suggestions which may serve as a valuable introduction to new unions planning their food service as well as a review for those who have operated food service for years.

In their dedication to the principles and the purposes of the college union and in their eagerness to assist others in the development of unions on their campuses, the members of the Association have prepared this series. Grateful appreciation is extended to the authors, the respondents to questions and surveys, and to Chester A. Berry, Stanford University, and Porter Butts, University of Wisconsin, members of the editorial board. Their cooperation, assistance and patience has made this series possible.

William E. Rion, Editor
Director, Florida Union
University of Florida

About the Author

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A native of Stoughton, Wisconsin, Mr. Osterheld holds the Bachelor of Science in Electrical Engineering degree from the University of Wisconsin. He has served the Association of College Unions—International on several committees, has published numerous articles relating to the food service industry, and is recognized as an authority on industrial and college dining services, both in the planning and design of physical facilities and in the analysis and evaluation of operational management.

CHAPTER I

Food Service and the College Union

No activity of man is a more compelling force than his search for nourishment. While intellectual nourishment hopefully is the reason for the presence of students on our campuses, their physical existence is sustained, at least in part, by the presence of a college food service.

Like everyone else, students have to eat, whatever else they do. As presented to the 1962 Union Summer Short Course by Porter Butts, Director of the Wisconsin Union, "The dining room function of the Union in many ways is the most important service of all. If you consult students you will find this is strictly true from their point of view. In all the surveys of what students want most and need most in a union, conducted on campuses large or small, residential or non-residential, liberal arts or technical, co-ed or men only, a place to eat is the number one demand among all the union possibilities.

"If a union were to consist of only one facility, it would be a lunch room and snack bar. Many unions on small campuses are just that. And if you take all unions together, you will find that more than half of the total building area and up to around 70% of the building investment is devoted to dining and dining-related space.

"This role of the union as dining room is not likely to diminish."[1]

FINANCIAL IMPORTANCE

Since the union usually is at least one of the campus food purveyors—often the major one—it is not surprising that a substantial portion of a typical union's gross dollar volume is produced by the food service. Studies show that in unions, whether large or small, this volume may reach 65 to 75 percent of the total gross revenue. Obviously, this same percentage does not obtain when applied to net revenues—the real measure of the contribution made by food service to the operating cost of the non-food areas of the building and its program. One of the major differences in union operation throughout the country is the variety of philosophies concerning what financial role food service should have in the total union building operation.

In one union, food service may be primarily a "service" to the membership, and therefore is operated with little, if any, net revenue; thus, the percentage of gross volume to support of the total union operation is lower than one would expect. In another union, operational efficiency, rather than service philosophy, is the goal leading to a higher degree of financial support for the total budget from food service. The union food service also may be designed to give major support to general building operations and even make possible the activity program.

IMPLEMENTING THE UNION'S TOTAL ROLE

In an attempt to make this material meaningful, positions will be taken in areas acknowledged as controversial; it is not expected there will be complete

1 "Goals of the College Union—Historical Background, Current Trends." Union Summer Course, 1962 University of Wisconsin

agreement by those in the field. The first of these theses is that the union food service should be organized and operated as one of several important parts of the union whole. The union's potential is fully realized only when all of it's service elements are under a single authority and working toward a common total end—philosophically and financially.

Max Andrews, director of Queens College, New York, has summed up this desirable relationship succinctly: "The foods director must be as interested in the union's bowling and billiards program as the program director is in the weekly buffet suppers. The college union is a team effort. Program, student services, plant maintenance, and food service are all under the same umbrella; none of these can stand alone. The dining program, in particular, cannot be isolated from portion control, inventory control, and detergent testing.

"Just as important to the college union is the expectation that food service directors and staff will also be involved in programs on social etiquette, in the esthetic planning of the faculty women's club fashion show, or the Chinese Student Association night.

"The financial operation of the dining program cannot be treated as a separate entity. It goes 'hand in glove' with the entire operation."[1]

Food service can enhance special events, whether they be a pageant-type banquet, food service for a committee meeting, or a social situation in which the food service provides the element of sociability. If our food service organization is to implement this kind of assistance to the total union program, it is both desirable and necessary to have the interest and support of all union staff members, as well as just those in our food service.

Some of the implications of how food services should be organized may be clarified if we truly subscribe to the Association of College Unions—International "Role of the College Union" which states, in part, "It is not just a building; it is also an organization and a program. Together they represent a well-considered plan for the community life of a college . . . The union is part of the education program of the college."

This means that special types of services may be needed and must be provided by the union food services whether economical or not. Involved may be longer hours of operation, duplication of service, use of food area for social purposes, serving bag lunchers, and many similar operations which are necessary to the total program, even though the food service would be dollars ahead if it could operate without reference to the parent body. It is essential that all review of union food service take place in context which recognizes that the programs and other services of the union bring patrons to the food service that might otherwise dine elsewhere.

A union food service, ideally, should provide a variety of food offerings always insuring at the same time that it is appealing food served in attractive surroundings and at prices the student can afford to pay. If our food service accomplishes this goal we can be confident that we are providing a dining or food service as opposed to "feeding" our students which has all the implication of handling livestock.

Much is said these days about the thoughtless abandonment of all elements of gracious living. In many cases students and their habits, manners, and dress confirm that the abandonment is complete—not only on the part of the management of union food services, but the guests as well. We could debate at length whether our need to operate ever more efficiently is inconsistent with

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1 *College and University Business*, May 1962

a realistic view of gracious living. While wage rates continue to rise, forcing elimination of some elements of personalized service, food service still can retain some elements which help re-capture the amenities by providing surroundings which at least are conducive to gracious living despite the mechanization that pulls us in the other direction.

The union food service has a responsibility to introduce the student to that which is in good taste. However discouraging we find what appears to be a vast wasteland, we must attempt to be the oasis in the desert which helps re-establish some desirable standard of conduct and dress. We must attempt to aid in such general areas of the student's social training as trying to influence relationships of people in getting along with one another, their manners, and the poise which the individual should develop during his residence on campus. It is apparent that union food service as part of the total union picture has an important responsibility for the personal development of students.

THE UNION IMAGE THROUGH FOOD SERVICE

The physical location of food service facilities within the union building implies to most union users a responsibility for what takes place in those facilities. It is difficult, if not impossible to disassociate the responsibility of the union operation from that of a food service housed in the building. Thus the union director, however the food service is operated, must be in a position to help establish what the union wants to present to the campus in terms of quality, service, and pricing. Generally, the union food service sets the level for each of these three important standards, not just for the campus itself but for the community in which the college is located—at least that area which immediately surrounds the campus. By carefully balancing return to the student and return to the union, a price level can be established for the community which is apt to assure the student of a reasonable charge wherever he dines.

Final authority for union food service operation should rest with the union director, both for financial and social-education reasons. The question of how the food service should be operated under the director's general supervision now must be examined.

HOW SHALL THE UNION FOOD SERVICE BE OPERATED?

Almost any time college presidents, business managers, or union directors get together one problem discussed is whether campus food services should be leased, placed under some centralized authority, or managed directly. Either as as a result of overtures by food contract salesmen, or because of food service problems, college officers generally can't help thinking about the possibility of "the college getting out of the food business". We should emphasize that whether operated by contractor, by central university food service, or directly, the union should never plan on "getting out" of food service. It may be true that a number of detailed administrative problems are transferred under a lease and central operation, but **to be satisfactory, ultimate control must remain with the union administration.**

The most recent comprehensive survey of operational responsibility for the union food service, conducted by Boris Bell for the Association of College Unions—International in 1963, revealed that 42 percent of the unions operate their own food service and 20 percent lease the service; services in the balance are part of some centralized college food authority. This represents a dramatic change toward contract operation in a very short time period. Most of the

lease arrangements are on smaller campuses, which have been a particularly fertile field for the contractor operator. Very few unions on the larger campuses (over 10,000 enrollment) operate on a lease basis. On small campuses the lease operator has been able to convince school authorities, oftentimes the college president, that they are in a better position to do a superior job for the college than if the college tries to manage its own food service. College administration sees in a lease operation, as do some union directors, potential relief from the numerous administrative problems of food service and proceed to sign up. In deciding if a leased food service is desirable, after admitting the possibility of freeing oneself of certain problems, an important test is the extent of control which remains with the union director. The close relationship between food service and the total union operation means the union director's degree of control under the contract is of paramount importance. If the director can bring about the same implementation of the union program through a contract operation, perhaps we can concede that the question of leasing or not leasing remains open.

Too often different standards are applied when judging the desirability of contract operation over union-operated food service. It is prudent to assure that the following criteria are applied to both the contract and union-operated food service:

1. Are all costs, including a proportionate share of debt on the building amortization, covered?
2. Is the same kind of operation proposed under these two systems?
3. Are operational results based on providing the same services?
4. Is there a management fee paid to the contract operator? If so, is the union being given credit for this sum of money in the comparisons of union as opposed to contract operation?
5. Is there an artificially high wage rate paid to all college employees which will inevitably make union food operation non-competitive?
6. Will the contract operator be permitted to pay wage rates below college standard? Will the contract operator that brings a labor union contract affect a union-free campus?
7. Does the problem of union operation or desirability of contract operation stem from an unwillingness, either on the part of the union or the college, to permit payment of management salaries comparable to those the contract operator pays so that equivalent talent may be obtained? (Too often a "double standard" exists on salaries. The college is unwilling to pay the required price for a good food service director, but the contract operator will. This is often the explanation of why the college is unsuccessful and contract operation is successful.)

RECOMMENDATION

It is the recommendation of this author that a college union should operate its own food service. It is inherently desirable to have it wholly "within the family." If problems too time consuming develop, or poor results continue without improvement after all known corrective action has been taken, there is still an opportunity to bring in a contract operator.

CHAPTER II

Union Food Service and the Campus

One of the most important, and frequently most difficult, phases of a college food director's operation is his intra-college relationships.

As mentioned, on a substantial percentage of our campuses the union food service is conducted by a centralized food authority—in the Association's last survey some 29 percent. Whether a union is under centralized food service or operating independently, the intra-college relationship of the union food service is apt to be affected significantly by the approach of the college's business manager. If he feels it is desirable to put the union in competition with other college agencies, i.e., residence halls, the union may face unfair competition since the elements of cost are not apt to be the same.

Since most residence halls operate with dining contracts paid in advance, they have an assured broad base for covering all fixed costs. Any extra business done may be deemed profitable if it does no more than cover direct raw food costs. Under these circumstances residence halls are in a position to undersell the union. (It is assumed that any increase in direct labor costs would also have to be covered, but in most operations additional volume can be handled with little increase in help. This presumes that the optimum point of help utilization has not been reached.)

One satisfactory method of delineating authority between the union and other campus food services has been worked out on one campus in which the union's role is to provide non-contract dining, including campus catering. Residence halls, for example, do not take banquets for groups which are not housed there. Since price comparisons will inevitably be made by students and staff, snack bars and open cafeteria service provided by the residence halls or by university hospitals, etc., are directed to establish their prices in accordance with the union price structure. This policy recognizes the necessity for the union, without a captive audience and the resultant guaranteed underwriting of fixed costs by contract diners, to be the determining agency in the establishment of food prices where similar services are provided by some other department as well as the union.

Previously, we have discussed the necessity for the union director to have final authority in the situation where a centralized food system or an outside lessee operates the union food service. It is in establishing proper campus relations, both with higher authority and with the students being served by the union, that the significance of this ultimate control is critical.

CAMPUS POPULATION THE UNION MAY SERVE

The public which the union may find itself serving varies, of course, from campus to campus. Generally, however, there appear to be about six principle campus sources of clientele for union food service:

1. Students not housed where meals are part of the room contract, including the commuter student living at home. Many unions have special boarding contracts for this group of students, although in the larger operations open dining rooms are apt to carry this particular load.

2. Students living in residence halls who do not have a food contract.
3. Students living in residence halls for which the union provides contract dining service (in this last group the union has the same enviable advantage residence halls have in their food contracts—the stability of the known volume of business paid for in advance).
4. Faculty and staff.
5. College guests.
6. Special college functions at which the college is host for community or off-campus groups.

TYPE OF UNION FOOD SERVICE

What kinds of service are unions providing? They are as varied as the campuses and the unions across the country. Principally one finds cafeteria service, limited menu self-service, waiter service, snack bar, catering, and vending.

It is doubtful that any other operation is required to meet a more difficult spectrum of demands than that placed on union food services. It must provide a variety of dining ranging from bag lunches and snack bar operations to the finest type of catered meal. The service must be offered from 14 to 18 hours per day. It must be flexible enough to adjust to the natural peaks and valleys brought about by being restricted in service to a limited group (the university community) on the "up and down" schedule of the academic year. Also, in most instances, it is "open dining" and subject to the additional variations due to whims of the potential customer.

While one thinks of residence hall contract dining as representing a "captive" audience, the union by virtue of its relationship to the campus and the activity generated by the building, tends to have its own captive group.

In most cases the union food service does not have the ability to solicit business in the manner of a commercial establishment since the university can serve only its member group. Truly, all factors conspire to make food service in the union unique.

New variations of services described are constantly being offered by unions throughout the country. One that has potential for extending union service to a new clientele is that of delivering prepared food to fraternities and sororities or conference centers from the union's central production facility, thus providing a solution to the ever-increasing shortage of skilled food personnel and utilizing the economies of a larger operation. It is generally true that the more variety of services offered, the greater the total volume which can be experienced. This usually assists in holding down the percentage of fixed costs.

Two basic facts that are almost universally true should be kept in mind: no union builds, or is able to build, snack bar facilities adequate to take care of potential demand at peak periods; waiter service is usually a losing enterprise which must be justified on the basis of providing a service needed by the college community. In the first instance, it means that it is highly desirable to locate snack bar and cafeteria so that the seating of one can be used interchangeably with the other. Initial recognition of the usual results of waiter service operation may cause a change in the extent, or even its inclusion, but should make the college administration more understanding when unfavorable results occur.

CONTRACT OR OPEN DINING?

Along with discussions of who should operate the food service is the question of whether the union should offer contract rather than open dining. One must recognize the advantages of contract dining in union food service:

1. It promotes greater operating efficiency as the number to plan for is known.
2. Benefits of the increased efficiency can be passed on to the student through more food for the same money, a lower cost per meal, or both.
3. Assuming that the union is doing its job properly, anxious parents can be assured the student will be served a well balanced, well prepared meal.
4. Parents and students are provided a budget device in which meals are paid for in advance; running out of money does not affect the student's diet.
5. Contract dining provides an opportunity to increase the exposure of union programming to a larger group of students.

On the other side of the ledger there are several disadvantages:

1. The student loses freedom of deciding the when, where, and what of his dining.
2. The economic gain to the student in terms of extra food or price reduction can be lost by missing meals already purchased.
3. The compulsion of a contract "forced" on a student may produce a resentment toward the union which carries over in his attitude toward other union activities.
4. Some difficulty of providing both kinds of service may exist when optional diners outnumber contract diners.
5. The possibility exists for greater waste of food since the student can take the attitude that as long as he has paid for it he will take the food offered whether or not he intends to eat it.

OPERATION OF CAMPUS VENDING SERVICE

Whole volumes have been written on many of the specific areas of food service. Such is the case with vending which in the past ten years has come of age and has become a major industry.

What's the best answer to the question: Who controls or should operate campus vending? The union food service may well be the operator of the campus vending service. Most college administrations, though sometimes reluctantantly, are admitting the inevitability of vending. Because the union, as the food service operator, generally is charged with responsibility of providing service for non-contract students; it is the most logical agency to operate campus vending. Vending is most apt to encroach on union food service income (assuming it actually does reduce income). It provides a major, very important new source of revenue for the union.

Philosophically it is not difficult to make a case for the campus community

center operating a campus-wide vending service, the proceeds of which can thus be returned to all students. Should the union own its own equipment?

The moment operation of a vending service is mentioned, the issue is raised concerning actual ownership and operation of the equipment by the union, or only control by the union through a lease of locations to a contract operator. As in all the rest of these issues, there is no absolute, unerring answer; rather, there are factors which must be considered in the light of the situation on each campus.

It may be that the college wage rate for the people who service machines is substantially above the wage rate which any commercial vendor needs to pay. This constitutes a real deterrent to profitable union operation.

In spite of the fact that vending has been with us for some time, technical changes occur at a rate which makes equipment obsolescence a very important factor. The average college does not usually have the same secondary opportunities for location of relatively obsolete equipment as has the commercial operator.

Potential volume is extremely important both in terms of ability to handle the obsolescence factor as well as in providing the skilled staff one should have to do a proper job in the highly technical problem of repair and maintenance. Further, a commercial operator can guarantee an assured profit on a lease basis, whereas profit is a major unknown if the union operates its own equipment.

No matter how the equipment is operated, vending can be used to insure the total food volume of the union's kitchen, if a provision is includes in the contract that all prepared foods will be obtained from the union. Vending requires administrative attention from some staff member who already may be overloaded or non-existent.

It is apparent that these arguments made in favor of the commercial vending operator can well be used in connection with food service operation within the building. Is there not a major distinction, however, between the inanimate presentation of a coke or a package of cigarettes as compared with a cafeteria or a banquet meal?

THE UNION AND STUDENT EMPLOYMENT

The union's food service is a major employer of student labor. This role provides a dual financial responsibility to the students. Union wage rates must be set to compensate the student adequately for the time he spends, keeping in mind the responsibility to an even larger student group for maintaining the most economical food prices consistent with good business operation, including a fair return to the union. There is an additional responsibility to student employees to aid and abet whatever technical skills they may have and to increase their knowledge, but even more important to see that their work experience properly develops characteristics of dependability, responsibility, performance, integrity, and the ability to get along with others. These qualities of a successful person too often are not a part of the academic "bill of fare".

Whether the union employees number 50 or 400 students, instilling these five desirable characteristics in all students is impossible. Yet a distinct and vital educational responsibility exists, since many students have been wholly successful in avoiding any brush with reality that would impress them with the desirability and importance of having some, or any, of these characteristics. It may be that they have to learn the hard way by failing and getting fired.

Surely this is superior to learning the same lesson later by being separated unwillingly from their first professional job. Part of the educational process is to establish standards, and then to be willing, if other methods fail, to discharge students who don't meet them.

UNION FOOD SERVICE "PR"

The union food service is a major element in the image the union creates on the campus. Obviously, the union director must be concerned that good union food service is good "PR" and enhances the campus impression of the union.

The challenge to food service management has been succinctly expressed in a National Association of College and University Food Services (NACUFS) conference keynote address by Dr. Harold Sponberg, President, Washburn University:

"You, as individuals on your own campuses, have to be colleagues of leadership for the administration; colleagues of leadership in the administration of the university. This is not an easy role to occupy, because you're betwixt and between. You're on the front line of catching hell from the students, and other people who are complaining about the food. I think the important thing we have to keep in mind is a kind of personal resoluteness—a perservering resoluteness, doggedness of keeping your eye, your action, your decision, and your judgment on a level that provides for centripetal and not centrifugal direction —so that you pull together with an integral motivation to make the institution a solid struggle unit . . . "I think it is more than communication. It is a case here of being true colleagues of leadership within the college or university. And I think each of us has to take the responsibility of sharing our frustrations and problems with the people with whom we work."

Much can be done through student committee action if the committee is effectively used as a sounding board for what the food customer thinks—what it likes or does not like. A word of warning: don't make the mistake of using such a sounding board committee as a "smoke screen" or a "cover" for management policy. If it agrees with a given policy and feels it needs explaining, this is one thing; but to use such a committee to endorse pricing for example, is wrong. Obviously the student is generally not in a position to determine the fairness of pricing because he does not have the training which qualifies him for setting or judging prices, nor responsibility for the outcome.

One does not have to rely on person-to-person contact for suggestions. The suggestion box is a very useful tool for ventilating irate customer feelings, regardless of the justification, or lack thereof. In addition, you may find it a source of fresh ideas which can, and do, come in from the intelligent group we all serve.

If there is no intent to do anything about suggestions put into the box, don't go to the trouble of having one. It is important to post publicly the answers to those reasonable suggestions that can't be adopted, and to identify those which have been put into use—all within a short time of their receipt.

RESPONSIBILITY TO PROMOTE FOOD SERVICE

The age-old problem of communication does not confine itself to our staff or our student clientele. All campuses have a faculty and many unions have non-student users. We have a responsibility to tell them also the story of ac-

tivity in our food service units, be it news of a special occasion, like dinner out on Thanksgiving or Easter, or of the hiring of a new cook.

Have you tried to tell your story by direct mail to your "public", describing everything from new hours and new menus or a carry-out food service, to a special meal gift certificate for a table service dining?

Displays, show case exhibits, and personal appearances are useful means of direct contact with specific persons or groups; all providing additional means of opening up channels of communication. The union food service, in its own interests and as a matter of service to the college family, has a real responsibility to see and promote its offerings to the clientele it is authorized to serve.

CHAPTER III

Union Food Service and the Community

Actions by various hotel and restaurant associations and other business interests—both in and out of the courts—indicate the importance of recognizing that the business community feels there is sometimes direct competition between the union and their own enterprises. What about competition with privately managed food service?

We must recognize that in a sense our service is in competition with private enterprise. This means it is incumbent on the union food service to be sure that it meets all the expenses of doing business, with emphasis on the all. The union should serve a restricted clientele—the people who are appropriately served by the college. Courts have determined the necessity as well as the desirability of the college to exercise its responsibility and its prerogative in housing and feeding students. We must not let this responsibility excuse inclusion of the general public, resulting in union food service entering into competition with private enterprise in ways that can be adjudged unfair.

The temptation to serve anyone who wants to come to the union is strong. Volume of business usually has much to do in helping determining if a given food service is to operate at minimum cost. It takes an irreducible minimum amount of help just to open a kitchen, a cafeteria line, or a dishroom; usually rather substantial numbers can be served by adding little to either the labor or overhead costs. Space does not permit discussion here of many methods of raising income or reducing costs; but it can be mentioned that more and more unions are finding the best answer for increasing volume through operating for the college's legitimate clientele more days a year—in many cases almost the year around. If a union thus operates to absorb the inevitable fixed year-long overhead by developing year-long income, it will be able to be of maximum service to students—passing on savings through charging lower prices, or returning net profit to students through increased programming or new facilities and equipment.

The union is responsible for giving the best return possible to its customers, and doing what it can do **to hold down the largest single cost of going to public colleges—the cost of food.** But we must consider all direct and indirect operating costs (including utilities, reserves, overhead) so that pricing is realistic, and produces a fair and safe operating surplus (another question too complicated for this discussion). A "fair" surplus must be based on local conditions, reflect the expenses that should typically be included as regular expenses before determination of operating surplus, and recognize that approximately five percent of gross revenues should be provided for in surplus for rent, especially if depreciation of building or amortization of food space is not included in operating expenses. This means that most college food service surpluses should fall at least in the five-ten percent net surplus range.

While it is true unions commonly do not pay taxes on any income, or pay property taxes, frequently the lack of taxes is more than offset by higher college wage rates and fringe benefits, shorter operating periods (with continuing overhead), and often higher administrative charges.

A policy of serving anyone who chooses to come to the union produces not

only problems with the business community, but also with the college's legitimate clientele. Crowding, poor service, a feeling that the union is "taken over by others" are all possible outcomes of an unrestricted use policy arousing opposition from students as well as private business.

Many unions have found it helpful to make memberships available to townspeople on the same basis as students. This weeds out those who are "free loaders," using free the facilities the student pays for, and at the same time it affords townspeople an opportunity to participate legitimately in union activity —food service as well as program.

It is possible to restrict building use, except for public functions, to the membership. Membership spot checks and strategically placed notices rapidly establish the essentially restricted nature of the union and its facilities.

At the same time, we must recognize that the union food service is a public relations arm not only of the union but of the college.

Certainly it is legitimate for the proper agency of the college to sponsor conferences on the campus which are part of the college's educational or extension program, or occasionally to invite off-campus groups to use food service for a banquet in order that they may hear the college story. Many unions cannot accept banquets which are not directly related to the educational activity of some college department or school. They must have on file a letter of request from the proper dean indicating that one of his departments is sponsoring the event as part of its public service or educational activity.

Another way utilized to solve the "outside group" problem is to accept the request for service to community groups if it comes from the mayor or chamber of commerce of the community, indicating that the assistance of the college is needed. Again, this is in recognition of the "town and gown" public relations which are extremely important to any college. No mayor or chamber of commerce official is apt to ask for food service without ascertaining that the local merchants are willing to go along with the particular request. State schools frequently service without question requests coming from the governor or the federal government.

CHAPTER IV

Organization of Union Food Service

As a basis for specific discussion of union food service organization, there should be definitions of a manager and the functions of management.

One of the better definitions is Lawrence Appley's description that a manager is "a person responsible for the cooperative accomplishments of others. He gets things done by obtaining the coordination of the group members."

The process of management is one of "view, review, and revise." The functions of management in the accomplishment of its responsibility have been set forth in concise form by Leslie Scott*, president of Fred Harvey Restaurants: "First, it is management's role to determine goals, to spell out, and keep reminding its supervisors of the objectives and purposes of a particular food service operation.

"Second, management must plan to fulfill the objectives by providing for the activities, the facilities, and the personnel as well as the long range goals.

"Third, management must organize to carry out the goals by determination and allocation of responsibilities to carry out the plan. The work of subordinates must be analyzed so that there is a clear cut description of the overall organization and a detailed spelling out of functions for each position.

"Further, management must coordinate the organization and its efforts to carry out the goals. It must point out the weak spots, this being the essence of management, without correcting specifics ourselves.

"And lastly, management must direct and control. The data and operating results must be channeled to the proper people and then see that they are used."

How does this brief resume of management functions apply to the responsibilities of management of a union food service?

MANAGEMENT RESPONSIBILITIES IN UNION FOOD SERVICE

One of the effects of contracting for food service operation has been to pinpoint the responsibility of management to provide economical operation. One ingredient of financial success is internal control so we know what is happening where and why. Financial cost control is discussed in some detail in the next section.

In too many cases union food services have taken unjustifiable pride in operating at a loss. Losses do not necessarily mean low prices. They can be, and often are, the index of poor management. Frequently an operation with a healthy surplus is returning more to the customer through its food service and the prices charged than are operations producing deficits.

One finds little, if any, correlation between wage rates and wage percentages, or between wages, prices, and operating surpluses. The most important factors in achieving a successful financial outcome are effective management and efficient arrangement of the physical plant.

This discussion of operating or administrative efficiency forces considera-

*Leslie Scott, "Food Service Manager or Operator—Which One Are You?" *College and University Business*, October, 1958, pp. 42-44.

tion of yet another factor which, until recently, the union field has been reluctant to accept. No union has to be embarrassed by showing a profit—or if one prefers, an operating balance. If food service is, as it should be, an integral part of the total union operation, any surplus can become a part of the whole enterprise, and provide improved facilities or program, or both. To be sure, we must recognize the importance of union food prices, not only to customers, but also in terms of how union prices effect food price structure in the entire area surrounding the campus; but this does not remove our responsibility for good management. Our aim should be a surplus while providing good food at economical prices.

It is almost axiomatic that the food services showing losses or very low surpluses are not the ones paying the highest wage rates or charging the lowest prices.

THE FOOD MANAGER'S INDIVIDUAL ADMINISTRATIVE RESPONSIBILITY

A common failure of union food services is an unwillingness to enforce the goals of the union food program, rather than the failure to have goals or a program. There are several crucial factors:

1. Someone has to be "it". Implementation of goals and correction of improper practices are not achieved by "letting George do it". There must be a moving force in top management if results are to be produced.

2. Each of us, in his own way, is faced with the reality of Parkinson's law. It seems universally true that the first solution to any problem a supervisor thinks of is to ask for additional help. As a corollary, a line supervisor rarely will come to grips with the problem of reducing staff when declining volume or a change in procedures would make reductions possible. For example, cost reports, be they daily or monthly, may show a gradual relative increase in wage costs as the quarter or semester wears on. Volume may have leveled off a little while a full staff remains. Nothing is done to **adjust** to the new conditions. In most instances someone else must push the supervisor to bring about a reduction in help if that individual is not charged with final responsibility for the operation's financial outcome. This is most understandable since staff reduction cuts down the supervisor's operational safety factor. He is concerned about a breakdown in his unit and the criticism which may result when a breakdown occurs. Human nature being what it is, management had better plan to provide impetus for the supervisor, both in preventing unnecessary growth of staff and in effecting required personnel reduction.

3. Management is responsible for creating with the supervisors a total union operation concept. This starts with making sure that each of the supervisors understands the role of the union. Next, they must avoid the common error of tying themselves down to a given station in the operation. They must be aware of all the "front of the house" factors that impinge on the public they are serving; they must not confine themselves to "back of the house" operations.

4. The staff must join in long range solutions, rather than just supporting "hole plugging". Emergencies will arise. Operations must be some-

thing better than a continuous string of crises, requiring supervisors to fill gaps resulting from failure to work out a change in the operation causing the emergency. At the same time, it must be recognized that creators, those persons with imagination, are born and probably never raised. The individual with creative talent can be stimulated to higher peaks, and his extra spark must be encouraged. Others simply are not going to be original in providing solutions and must be assisted by those who are.

5. Management inevitably must check and re-check, train and re-train. It is indeed a never-ending process for which we have the responsibility. Each new semester brings new problems to be met and solved.

6. Inertia is not merely a physical fact in a physics formula. Inertia, as represented by procrastination, presents still another area of challenge in management's responsibility. To be effective, we must insist on overcoming it. In day-to-day work make sure you aren't guilty of letting little odds and ends—the telephone calls, the salesmen seen, etc.,—interfere with digging into some knotty or long range problem which should receive attention.
7. Management can make its own work easier if it searches out dedicated persons who have a basic interest in the work we are asking them to perform. Most of the other problems mentioned in organization can be solved if we can add a dash of interest on the part of the supervisors. As employers of large numbers and as part of an institution training people for vocations and professions, management must be concerned about providing a source of additional trained personnel for the rapidly expanding area of union and college food services. How do you answer the question: What am I doing to encourage and train personnel, particularly those of managerial caliber? The union food service is usually a ready-made laboratory for training, waiting to be utilized either all on its own or in connection with the department of institutional management. As a minimum the union should conduct a training program for its own future staff.

8. Creating atmospheres of open-mindedness to new ideas and of new potential for staff and one's self is yet another of our managerial charges.

9. We have the responsibility to create procedures which produce upward as well as downward communication. The boss can be no better than what he knows. The more information he receives, the sounder should be his decisions.

CHAPTER V

Cost Controls

While providing students with good food at modest cost (along with the education in social amenities which an enlightened dining approach affords) may be the general goal of union food service, this effort should also produce some return to the agency carrying on the enterprise. Without proper accounting and cost controls, it is improbable that a union food service will make a fair financial contribution to the overall program.

In its most simplified form an accounting system produces data showing what has happened. Expanded, and with the subsidiary controls, it shows what is happening, and should point up troublesome areas early so corrective action can be taken. A proper system will enable management to regulate operations toward the desired outcome. It is management's responsibility to establish and enforce a system of controls which will produce these desired outcomes.

Not only do food revenues most frequently represent the largest share of the union's income dollar, but they represent revenues in a business which customarily produces only a small profit margin. (Profit margins of the best commercial operators are substantially lower than many other industries—2 to 4 percent of gross revenue* for the best.) Thus, if controls are inadequate, the chances of discovering that food service is in big trouble are very slight.

ACCOUNTING SYSTEM FOR FOOD SERVICE

There are four extremely important elements in cost accounting for food unit operations:

1. Departmentalization.
2. Knowledge of total costs.
3. Recognition of the importance of wage cost control.
4. Procurement and use of comparative cost data.

When there is more than one type of food operation under a single administration or within a given building, the only way for management to know what each operation is achieving financially is to be able to examine essential elements of cost for each food unit separately. This avoids the impossible task of trying to interpret which of the many variable factors is responsible for the composite result. Unless the operator can pinpoint each and every cost for every one of the operations within his building, he is unable to determine the factors causing these costs.

With the low operating margin of food service, it is essential to know each important element of the total cost picture. Just as failure to departmentalize multiple food units causes trouble, so grouping too many costs into general classifications makes it difficult and/or unlikely that the food director will ever find out what costs elements, if any, are out of line.

The only purpose of an accounting system is to **provide management with information** about where and what action should be taken. Segregating each

*After all expenses including taxes, rental of space, utilities, and depreciation reserves—all of which items college food unions may not pay or charge in their financial reporting.

kind of cost for each operating unit enables management to take required corrective action. For example, an excessive expenditure for china, silverware, and glassware should be investigated to determine if the high cost is due to the improper training and handling by personnel, defective equipment, thieving, etc., and then a corrective technique for the cause of difficulty which has been isolated should be applied. Any accounting system can become too detailed and take more time producing data than the benefits warrant. Care must be taken that only useful information and data are demanded.

Too often the college business office assumes it is unnecessary or undesirable for the union food service to have any but the broadest and most general figures about its operation. Under such circumstances management is put in the unenviable position of having responsibility for the outcome of an operation without being provided with the necessary tools and information to insure the desired outcome.

WHAT CONTROLS

Prior to World War II many food operations were able to produce a surplus by considering only food cost. As a rule of thumb, if they were experiencing a food cost of between 40 percent and 50 percent depending upon the type of service, successful financial outcome was pretty much assured. Food cost remains important, but has been overshadowed since World War II by labor costs, since the yearly rise in wage costs has been substantial while until very recently food costs have been remarkably stable.

FOOD COSTS

To be effective and qualify as possessing a cost control system, management must know much more about food operations than just the food cost percentage. We must recognize and control the factors affecting food cost. Although they cannot be discussed in detail, the potentialities of these key factors should be recognized and applied:

Standard recipes—development and use; one of the important elements in arriving at price structure.

Standard portions—establishment of standards, training of personnel in preparation and dishing, supervision, constant checking.

Realistic pricing.

Cyclical menus—adding planned production according to business customer acceptance and hence control of waste and utilization of left-overs.

Proper purchasing procedures.

Receipt and issue control.

Equipment and the way in which it is used.

The above factors all greatly influence food cost. Problems with any one or combination of them could be responsible for out-of-control food cost. Only properly checking each factor can pinpoint the failure or problem area. It is not sufficient to know what elements affect food cost in order to effect corrective action; accounting for each one of the factors must be detailed enough to indicate specifically which factors or factors are out of line. To illustrate, a composite food percentage for a cafeteria doesn't, in itself, provide the basis for corrective action. We must know the food cost for each normal meal element (entrees, salads, vegetables, desserts, and beverages) in order to know what other factors to check.

WAGE COST

The co-importance of wage cost and food cost in food service operation has already been suggested. Labor is the largest expense item in most union food services today. Generally, colleges have experienced wage rate increases of more than 200 percent since the end of World War II. These increases in labor costs are particularly telling because the industry as a whole has not been able to increase productivity significantly through mechanization. While the extent of service provided (table service versus cafeteria, attendant snack bar versus self service, etc.) will affect and may be a partial explanation for wage percentages experienced, ignoring wage percentage is one of today's fastest roads to financial ruin. In establishing wage controls it is necessary to recognize that percentages will vary for the kind of operation. The efficiency of a given physical plant will influence the results of any management. Generally, the single most important factor is the effectiveness and motivation of the operation's managing staff.

Wage cost control depends on the interaction of a number of factors:

1. Effective measurement of what the wage cost is; proper use of this information by management.
2. Ability to use employees to meet the peaks and valleys of changing volume. The correlation of menu planning and its subsequent effect on production are critical factors involved in utilization.
3. Physical arrangements of food facilities. There is an optimum efficiency which can be achieved by any management, depending upon the physical arrangement of the plant and what equipment is available for production and service requirements.
4. The serving period required—whether to meet what is felt to be a union service need or a college class schedule necessitating an extended and possibly uneconomically long serving period—has a significant effect on the wage cost. Pre-dishing for banquets, with fewer people working longer periods of time thereby eliminating large number of people standing around for the precise moment of banquet service, is but one technique that illustrates how a required serving period and operational procedure affect wage costs.

Analysis of wage costs can be effectively made in most operations by a detailed study on a sampling basis. In a number of operations, determining the wage cost of each unit for each meal period on a daily basis would be too expensive, in terms of additional information which the continuous testing would afford over that obtained during a sample test. It is suggested that test checks be taken shortly after the beginning of each new school period. A wage check should enable management to learn not only the percentage of wage cost for each unit for each meal served, but also the total number of hours, the distribution of full time or part time hours, the dollars represented for each category of hours, and so on. Thus, it is possible to pinpoint the unit, the meal, and the ratio of full time to part time help which may be causing the difficulty. (See Appendix, Exhibits A and B.)

A review of the hours of labor expended each day for a given meal provides a better measurement of how adequate the schedule is than simply by looking at the personnel assignment schedule. So often scheduling procedures fail by not reflecting changes in volume which occur, in the numbers of people as-

signed, or by persistently using some previously determined assignment.

Wage cost analysis may reveal things about an operation previously not known by top management. In one college, instituting a daily wage cost not only helped verify the unsoundness of the scheduling, but revealed that over-specialization by the cooks and special privileges—granted over a number of years with respect to days off—had completely hamstrung the operation in terms of proper job assignment and scheduling for the new volume of business (in this instance a reduced volume). The study led to all special privileges being abolished and all employees being put on an equal basis, resulting in a reduction of three full-time persons as well as some part-time help. The weekly wage cost was reduced almost 10 percent and, in the process of eliminating privileges, it was possible to make a much fairer distribution of the workload as well as point the way to a potential for still further cost reductions. Significantly, too, reassignment eliminated much of the ill-feeling among the employees that had grown out of dissimilar treatment.

A check on daily wage costs not only forces the food service director to review scheduling to insure its effectiveness, but to hunt for methods of work simplification that will enable the employee to achieve maximum production.

RESULT OF COST CONTROL

Use of effective cost controls should result in accumulation of data with which management can initiate action which the data indicates is required. Effective control comes not from the data, but willingness on the part of all supervisors in a food service to enforce a program and to make use of information that the data provides. No system can substitute for effective supervision of the employee. The system can serve only as a guide to the weak spots—the trouble spots—so that action can be taken. Just as there is a tendency to persist in doing a given task in a given way, even though the original reason for the procedure has long since disappeared, so, too, in the collection of data there is a tendency to accumulate and load down an organization with record keeping which is non-productive. One must constantly test the accounting system to make sure that the control in question produces a saving in operation which is greater than the cost of obtaining the data.

Space limitations make it impossible to discuss at length desirable cost percentages. To provide some frame of reference for interpreting cost data obtained, however, the operator must have an understanding of acceptable or desirable percentage goals. Such organizations as the National Restaurant Association and American Hotel Association publish data which can be most helpful. All of the food service trade journals constantly feature such information. The problem is that the information does not necessarily have specific application to a given college situation. It is much more desirable to base the standards on college food service for which the comparable data is sought.

When comparative cost data are exchanged with other institutions several important factors should be considered, including (1) geographic location and effect of this on wage rates; (2) size of college or university; (3) kind of school (residential versus commuting population); and (4) size and type of the physical facilities that are being compared.

The more specific the items being compared, the more valid the results. If we compare cafeteria operations only, rather than all food operations, the standard becomes more meaningful through elimination of several variables. The more we take into account such factors as variations in wage rates, rela-

tive volumes of different types of services, and prices charged, the greater will be the accuracy.

Within both the college union and the residence hall, groups of schools are exchanging information with a view toward establishing a uniform system of financial reporting. In the college union group those participating in this exchange of data believe that a number of benefits will result from establishment of a yardstick for measuring operations.

Exhibit C of the Appendix highlights several key cost control percentages which are significant since they are derived from union food service operation for a group of midwestern colleges of similar type and size.

Definitions used for each accounting category in the exchange of data actually may be different than those used by the college making comparisons. Use extreme caution in applying the data to a specific operation. Such variations as how employee meals are treated—whether included as food cost or as wage cost (as in the data)—will affect the validity of any comparison. In general, however, this appendix does provide the largest known accumulation of college union food service data, and the ranges of the operating percentages can be a valuable guide line.

Most significant are such ratios as the food cost, for which the average percentage has decreased from 42.8 to a low of 38.4, with an increase this past year to 39.1. The range for the ten schools was 38.1 to 46.1 in 1952-53, and 35.5 to 42.4 in 1965-66. The average wage cost per percentage increased from 41.9 to 45.3. The range for the same ten schools was 33.5 to 48.0 in 1952-53, and 39.6 to 52.5 in 1965-66. These figures serve to demonstrate clearly the wide variation in operational efficiencies even within relatively similar college food operations.

SIGNIFICANCE OF "SMALL AMOUNTS" OF WASTED TIME

The degree of sophistication or simplicity of the cost system notwithstanding, the effect of reducing labor input produces dramatic operational results. The effect and significance of reduction of time is seen in the following table.

Five minutes wasted per day by an employee can cost his employer a considerable amount of money over a year. The table below shows that five $3.00 an hour workers waste $637.50 a year by "goofing off" for just 5 minutes of their time on the job each day. Similar information for different numbers of employees at different hourly rates, based on 255 working days per year, with overhead cost taken equal to hourly rate, is given below.

Table 1. Annual Cost* of the Loss of Five Minutes Per Day, By Number of Workers and By Hourly Rate.**

Hourly Rate	Number of Workers				
	5	10	25	50	100
$1.50	$ 318.76	$ 637.50	$1,593.75	$3,187.50	$ 6,375.00
1.75	371.90	743.80	1,859.40	3,719.00	7,438.00
2.00	425.00	850.00	2,125.00	4,250.00	8,500.00
2.50	531.30	1,062.50	2,656.50	5,313.00	10,626.00
3.00	637.50	1,275.00	3,187.50	6,375.00	12,750.00

*Overhead cost taken equal to hourly rate.
**255 working days per year.

CHAPTER VI

Pricing Union Food

The union as a college service agency occupies, perhaps even more than the normal commercial operation, a critical position with respect to food pricing. Realistic pricing to insure a fair return, and recognition of the union's role in influencing a modest approach to a food price structure, has already been discussed. There are still other factors which should be examined in a discussion of realistic pricing.

As a club-type operation, each group served by the union feels it has (and often it does have) a special reason for "unusual" consideration in terms of price adjustment. Obviously, if there is to be any consistency in the union's price approach, it must hold to a standard price line, without deviation.

As a vital public relation arm of the college, the union is frequently tempted to "make a show" for a certain group. One can not deny there may be beneficial results from well-timed and selected "extra consideration". The hard fact of life is that there is always a guest present in the group for whom this "special consideration" was made who wants it the next time for his own group. There is no explanation possible, so a problem inevitably results.

Avoid riding the "price stability" horse over the cliff, with resultant union food losses. Producing price stability for the campus food service is definitely one of the union's responsibilities, provided management does not defer too long in making price changes which are necessitated by increases in the cost of raw food, wages, or any of the other operating costs. Holding off needed price changes simply transfers the cost which should be paid by a present group of guests to some future group.

There is a fine line between the benefits which may result to the food service by increasing prices, and the effect produced by a potential loss in volume because of the price increase. Too often one finds that the decrease in food cost percentage brought about by an increase in prices is more than offset by an even sharper increase in wage percentage, brought on by a decrease in volume. The union food director must recognize and be able to judge accurately this critical point of diminishing returns if realistic pricing is to be effected.

The union food service manager must recognize that his operation cannot always offer the lowest price for every food item sold in the community. The restaurant business attracts many small operators who have no knowledge of their costs, and who are willing to work 14 to 18 hours a day themselves at a low return for their services. The disproportionately high bankruptcy rate in the restaurant industry is testimony to the fact that if union food service attempts to match all prices, without respect to known costs, it, too, will be in serious difficulty.

There is a natural and widespread tendency for the student body (and faculty) to assume that because the union is tax exempt and usually has some form of use fee, its food service, through some mysterious process, can sell its wares at practically no cost at all. There is, unfortunately, a lack of recognition that in most unions, food service operations must cover the same kinds of expenses that the average private operators must cover, and that the membership fee has little or no relationship to food service pricing. Generally, whatever relatively minor expenses (such as heat or light) may be covered

by the college or the union rather than charged to the food service are usually more than offset by additional expenses incurred because the food service is part of the union and it in turn part of the college. This most often is reflected in such elements as (a) wage rates and fringe benefits imposed upon the union operation which are higher than paid for similar service in the community, and (b) year-around overhead with low income two to three months because classes are not in session. Frequently these additional expenses are substantially greater than if the food service were operating independently.

PRICING VERSUS FOOD COSTS VERSUS WAGE COST

The relationship of pricing to the two principle cost items, wages and food, fortunately is gaining recognition by more and more union food managers. Suffice it to say, whether we use the "prime cost" approach of Harry Pope, a successful commercial restaurant operator, or any of the many variations in pricing plans which take into account both raw food and the wage costs, pricing will not be realistic unless both factors are use. Table 2. demonstrates the result of the application of only a uniform percent of food cost, in this instance achieving a 40 percent food cost; as different from actual on price in which both food and wage cost are recognized in the price determination.

Table 2. Comparison of Two Food Pricing Methods in Relation to Two Principle Cost Items.

To Achieve	40% Food Cost		Prime Cost Approach		
Raw Food Cost	Selling Price	Margin for Labor	Selling Price	Margin for Labor	Raw Food Cost
11¢	27.5¢	16.5¢	32¢	21¢	34.4%
36.5¢	91.25¢	54.75¢	75¢	38.5¢	48.6%

It should be evident that if one sold nothing but inexpensive items, even though a food cost deemed satisfactory was achieved, there could well be financial difficulties because the number of dollars left to cover wages might be insufficient. In most cases the total labor cost of producing and serving the 27½ cent entree is as much as that of the 91¼ cent entree in the example. It is important to recognize that:

1. Satisfactory food cost percentage alone cannot insure success; one must be concerned with the combination of food and labor cost.

2. A variable approach on all items in pricing is required to account for the necessity to increase the actual number of cents available for labor cost on low food cost items and to prevent pricing "out of the market" foods with high raw food cost since they produce more actual balance over labor cost.

3. Percentages are important as long as the hazards involved in their use are recognized. Management is also concerned with actual dollars, and the correlation between percentages (a ratio) and dollars can frequent-

ly be misleading. (An exaggerated example: management is better off with five percent of $1,000 than with ten percent of a $100; yet, many are impressed with the 100 percent improvement in percentage rather than the fact that we lost $40 when the "improved" percentage was used.)

MISCELLANEOUS FACTORS AFFECTING PRICING

Some of the factors which affect the two principle items of cost have been discussed. They must be recognized as the essential elements influencing total costs on which pricing is to be based. But food cost in turn will reflect the effectiveness of purchasing, waste control, production planning and control, accounting, and storeroom procedures. Similarily, wage cost will be the result of physical layout, equipment, effectiveness of supervision, type of service, standards and so on. It is essential, therefore, that food costs and wage cost are not considered the only elements, but that all factors affecting the two basic factors of the operation are known and carefully controlled.

CHAPTER VII

Food Service Facilities

The importance of a well considered building and equipment plan for the entire union, especially for the preparation and service of food, should receive endorsement from all quarters. Unfortunately, however, recognizing the need to plan properly new union facilities does not automatically insure that such planning will take place.

In this monograph we restrict ourselves to pointing out that professional services are available in all areas of union planning. The central office of the Association of College Unions—International has a list of firms and individuals who have rendered professional services in planning unions—architects, interior decorators, building and program planning consultants, kitchen, electrical, or accoustical consultants. Without in any way depreciating the competence of any architectural firm, it is suggested that in the planning of a food service facility one must investigate the possibility of obtaining a consultant who is specifically trained in, and currently aware of, the best food service techniques, especially in the college field.

Food service planning should not be simply the placement of a series of pieces of equipment obtained from a catalog file. It must be a well conceived plan for the flow of materials from the point raw materials enter the building to serving processed food to a guest and the subsequent washing of dirty dishes. The specialized nature of the many services a union offers, including food service, is such that specialized knowledge should be sought.

One should recognize that there may be areas of sharp disagreement among well qualified consultants. A college must determine its philosophies and which consultants came closest to reflecting what the college has in view. But, a word of caution: do not choose a consultant who simply mirrors the status quo for a given institution. He must also have the vision to include in his designs sufficient flexibility so the food service can adapt to future technological developments.

Frank Noffke*, union director at California State College, Long Beach, suggests several things that the consultant can do best (although the suggestions are for a general union consultant, many of the items are specifically applicable to a food service consultant):

"1. Advise as to what steps should be taken in what order.

"2. Caution against omissions of people and suggest procedural steps, 'short cuts.'

"3. Stimulate the campus to examine itself by listing its problems and needs.

"4. Set up the machinery for discussions, interviews, and questionnaires and finally recommend what facilities are appropriate for the particular campus, but in close conjunction with the appropriate personnel.

"5. Size the facilities; this is indeed an important and technical area for most of the facilities in a college union.

"6. Provide estimates of capital costs before the project is committed.

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*Frank Noffke, "The Planning Stage", 1962, *Proceedings* of the Association of College Unions

"7. Provide estimates of operating costs before the project is committed.

"8. He should be able to do these things more accurately than inexperienced people.

"9. He should be able to eliminate guess work.

"10. He serves, in most cases, as an arbiter-mediator and a realist.

"11. He should save you substantial amounts of money."

Many union directors are operating plants which, although they may be only 10 years old or less, are actually out-moded and out-dated. Many of us would welcome being in the position of John C. Friese, director of food services, Kent State University, who states that on his campus "a feeding facility over eight years of age is considered old".*

It has become increasingly clear that physical plants, whether eight or 30 years old, may have to be updated to cope with the economic revolution brought about by changes in employee wage rates or by new production and service equipment now available. If older facilities are to continue successful operation, management cannot afford inefficient layouts, and must not overlook the labor-saving potential of new equipment and new processes.

The effect of remodelling and careful cost analysis and control can be seen in Table 3, which gives actual data from a college union showing results for substantially the same volume of business. (Price increases in the interim would probably mean slightly fewer guests were accommodated, but in turn there was a reduction of almost half of the total number of full time employees and approximately 20 percent in part-time hours.)

Table 3. Comparison of Total Annual Volume in Relation to Labor Used, Before and After Remodeling at "X" College Union.

Year	Volume	Number of Full-time Staff	Student Hours Worked
1950	$1,130,732	220	163,366
1960	1,279,938	115	132,599

A comparison of a key operating month before and after remodelling provides information on manpower requirements per meal served for service, preparation, and scullery, as shown in Table 4.

This is only one example of how spending for equipment and remodelling does pay off in operational savings. Business in general, and union food service in particular, is beginning to recognize that this is an era in which automation is a word that has true significance for fiscal survival.

Whether conveyor belt, high speed, high frequency cookery, pneumatic tube, automatic doors, pressure fat fryer, or a simple dolly—equipment which helps mechanize "replaces people with machinery" and increases operational efficiency.

Not only must we be concerned with the technical facility; we also have the

*John C. Friese, "Student Feeding an Opportunity and a Challenge" An Electromation Guide, Publication EIP, Inc., Madison, Wisconsin.

obligation to our public to see that the physical surroundings offered by our food services are constantly being renewed and made more attractive. Color treatment, lighting, and materials are undergoing a constant revolution and college food services must capitalize on the beneficial financial effect of their application.

Table 4. Comparison of A Key Operating Month Before and After Remodeling at "X" College Union.

	March, 1951	March, 1961
Total Labor Man-Hours	26,744	25,482
Total Number of Meals	198,974	208,165
Cafeteria Hours per Meal	.075	.071
Kitchen Hours per Meal	.024	.020
Dishroom Hours per Meal	.023	.013
Total All Units Hours per meal	.134	.122

CHAPTER VIII

Union Food Service—An Industry in Transition

If we contemplate man's trip to the moon and the progress it represents over a trip on foot or horseback through the wilderness, we may be struck with how little food preparation has changed, at least until the last few years.

The food industry is concerned about its operation and has been looking introspectively at the technologies which may help it progress. Witness the plethora of pronouncements, predictions, and crystal ball gazings which one sees in any institutional or restaurant publication. A recent Wall Street Journal featured a front page article on the "Bag and Boil" and "Radar Range" approach to food service, with the supply of such items to be reconstituted, coming from one large producer.

One magazine has carried extensive articles on the future of the kitchen and food preparation under such titles as: "Food Service Industry at the Crossroads", and "Our Kitchen is Still Being Designed for Horse and Buggy Operations". The Cornell Hotel and Restaurant Administration Quarterly of May, 1961, surveyed food industry consultants and leaders under the title "No More Kitchen"; the possible disappearance of the quantity kitchen as it is known today was discussed. The Quarterly speculated that today's kitchen may be replaced by a central commissary—"a vast laboratory production kitchen with multiple food outlets having their own commissary and the independent operators purchasing pre-cooked foods in much the same fashion as they now purchase raw food products."

Union directors and college administrators alike well may have reached the conclusion that the days of the quantity kitchen are definitely numbered. Without question the upward spiral of wages and short supply of good skilled labor in the service industry gives one pause to seriously reflect where we are going. As in many other industries, food services find the level of volume necessary for an economic operation constantly rising. Automation and changes in food techniques—which represent the real progress of the last 10 or 20 years—require investments which again raise the minimum level of business required to operate profitably and with an economic use of work in-put. In many cases the very technologies which make it possible to improve an operation may be the ones which bring about the discontinuance of some of our operations, i.e., the area of deep freeze or deep freeze desiccation.

In spite of changes in technology which will occur, and higher volume levels which must be experienced if operations are to be satisfactory, it is a reasonably conservative prediction that no pill will be an acceptable substitute for a cut of medium rare prime rib, or a mouthwatering piece of fudge bottom pie. College populations will grow on practically all campuses. Potential volumes on most are more than sufficient for management to achieve the required dollar-saving economies through automation and mechanization.

It would appear reasonable to speculate that when the Association of College Unions—International celebrates its diamond anniversary, food service will continue to represent the largest portion of the union's revenue dollar whoever is operating it and whatever the changes in technology.

A past president of the National Restaurant Association, Harry A. Montague, reminded his membership:

> "Physical old age is sometimes associated with hardening of the arteries and a slowing down of the mental processes. In business, the young and old alike may be affected by this disease. Its symptoms are: unwillingness to take risks, failure to adjust, and the inability to innovate. Progress cannot be stopped. Nor can the cycle of change be halted or altered."

The injunction of Daniel D. Mich, later Editor of Look Magazine, to his staff is particularly applicable for union food staffs: "Nothing we have done in the past will ever be good enough again."

They must recognize that when most people refer to something as being "institutional" they are referring to the static qualities of an operation. If college food service is to be successful, if it is to fulfill properly the demands made upon it, we must recognize the dynamics of food service—that it is currently in, or on the brink of, a major revolution in food operations. Here, it would appear, that in place of "brinkmanship" it would be desirable to plunge into the revolution so that our operations properly reflect the changing taste of our guests, changing food products, changing equipment, changing conditions related to personnel and wage rates, and the necessity to change the face of the service we present to our public. The Red Queen in Lewis Carroll's "Through the Looking Glass" succinctly describes the position in which we find ourselves when she tells Alice, "It takes all the running you can do to keep in the same place."

The fact of life is that as in all other things, we must constantly re-evaluate the entire food service we offer. Re-assessment of philosophy, goals, and physical facilities go hand in hand and, when successfully applied, assure a bright future for college union food service.

Appendix

EXHIBIT A: Wage Cost Analysis: How to Compile Data To Locate Wage Factors Causing Operating Maladjustments (Any Given Day)

Type of Employee	Number of Employees	Number of Man-Hours	Total Wages	% of Revenue
Breakfast —				
544 Meals ($181.55)				
Civil Service	1	3.00	$ 7.84	4.32
Service Workers	6	17.00	19.93	10.98
Students	1	2.50	2.68	1.47
TOTAL	8	22.50	$30.45	16.77
Lunch —				
1717 Meals ($939.53)				
Civil Service	17	61.57	$137.92	14.68
Service Workers	13	36.19	40.50	4.31
Students	5	14.55	15.57	1.66
TOTAL	35	112.31	$193.99	20.65
Dinner				
1408 Meals ($1,046.57)				
Civil Service	16	57.92	$128.00	23.23
Service Workers	7	22.13	24.35	2.33
Students	6	20.87	22.34	2.13
TOTAL	29	100.92	$174.69	16.69
Total				
3669 Meals ($2,157.65)				
Civil Service	34	122.39	$273.76	12.63
Service Workers	26	75.32	84.78	3.91
Students	12	37.92	40.59	1.87
TOTAL	72	235.73	$399.13	18.41

Exhibit B. Wage Cost Analysis: Comparison of daily wage costs in relation to revenue, for a given week in each of two years.

A Week	Cost of Wages		Gross Revenue		Wage Cost as Percent of Revenue	
In July	1961	1961	1961	1962	1962	1962
Monday	$386	$337	$2080	$1919	12.59	17.56
Tuesday	374	335	2120	1945	11.64	17.24
Wednesday	383	399	2165	2167	17.72	18.41
Thursday	369	385	2208	2139	16.75	18.00
Friday	321	345	2001	1936	16.04	17.82
Saturday	201	234	1211	1262	16.60	18.54
Sunday	212	237	1554	1612	13.70	14.73

Exhibit C. Trends in Key Food Operating Percentages for all Food Service Units in Each of Ten Large Mid-Western College Unions, For Selected Fiscal Years, 1952-53 thru 1965-66.

Year	Average	Union A	Union B	Union C	Union D	Union E	Union F	Union G	Union H	Union I	Union J
GROSS DOLLAR VOLUME											
1952-53	$ 611,936	$ 948,548	$ 489,502	$ 910,045	$ 711,441	$ 615,119	$ 800,399	$ 505,370	$ 199,715	$ 454,181	$ 485,040
1955-56	656,061	961,315	530,804	872,679	766,745	391,761	981,652	544,297	294,472	545,321	642,747
1957-58	729,822	947,771	512,341	954,407	754,853	978,879	1,010,425	517,933	264,882	609,645	734,793
1959-60	805,100	992,127	789,392	1,168,499	747,530	1,081,932	1,075,776	529,985	250,391	607,630	805,520
1961-62	886,596	1,203,509	1,041,491	1,344,573	785,448	935,984	1,260,489	526,093	301,565	629,900	922,199
1963-64	964,026	1,141,971	1,141,484	1,575,562	753,530	950,984	1,333,761	664,545	384,712	654,154	1,219,657
1965-66	1,070,316	1,060,769	1,360,740	1,487,650	$ 852,771	$1,084,731	$1,561,882	$ 774,712	$ 633,988	$ 757,988	$1,433,286
RAW FOOD COSTS											
1952-53	42.8%	46.1%	42.5%	43.2%	38.1%	42.6%	44.6%	42.5%	45.0%	38.8%	44.6%
1965-56	40.6	38.4	41.6	41.3	35.1	37.4	39.2	42.0	42.8	40.8	38.9
1957-58	40.1	38.5	40.0	40.7	36.3	36.0	37.7	41.2	44.4	40.3	38.3
1959-60	40.0	35.9	41.8	37.6	38.3	38.6	37.3	42.0	44.2	39.7	36.7
1961-62	39.1	40.1	36.5	36.1	37.2	38.9	34.6	41.1	41.4	38.3	37.4
1963-64	38.4	38.9	36.0	36.2	37.1	36.3	34.1	40.7	42.0	38.9	34.8
1965-66	39.1	36.3	36.7	35.8	35.5	36.3	35.5	41.8	38.0	42.4	40.3
SALARIES AND WAGES: ADMINISTRATION											
1952-53	7.0%	4.4%	5.9%	4.0%	5.3%	5.0%	4.6%	%	12.0%	13.5%	8.1%
1955-56	7.2	5.3	8.0	5.0	5.5	5.1	4.5		16.6	9.8	8.8
1957-58	6.0	5.3	6.3	5.8	6.1	5.5	5.8	7.0	9.1	5.1	7.6
1959-60	5.6	5.1	6.0	6.2	5.8	6.3	7.0		11.9	1.6	8.2
1961-62	6.1	2.1	5.0	5.6	3.5	7.9	7.0	5.1	8.4	4.4	11.6
1963-64	6.4	6.7	9.0	6.2	4.2	8.4	6.8	6.7	7.0	2.5	6.7
1965-66	6.5	6.2	7.9	8.0	3.6	9.2	6.0	8.0	5.0	4.3	7.0

SALARIES AND WAGES: REGULAR

1952-53	28.3%	31.5%	27.6%	23.0%	23.3%	23.5%	28.9%	34.8%	36.0%	29.8%	24.2%
1955-56	27.4	37.9	23.8	20.5	24.5	27.5	31.3	36.5	27.3	17.7	26.5
1957-58	27.9	42.6	24.1	22.9	23.6	26.3	32.9	28.5		22.3	28.1
1959-60	26.9	39.3	22.0	21.5	23.0	23.3	31.4		28.4	.2	27.0
1961-62	27.4	38.1	15.5	22.2	28.4	24.7	32.8	28.3	25.0	28.3	28.6
1963-64	24.8		15.1	20.4	31.5	31.2	20.7	16.2	18.4	26.6	30.4
1965-66	24.6	33.2	15.2	19.6	31.2	35.9	22.0	14.1	9.0	22.0	34.8

SALARIES AND WAGES: STUDENT

1952-53	7.6%	1.8%	12.4%	8.4%	8.6%	9.8%	%	%	%	%	4.7%
1955-56	8.7	2.0	14.2	10.1	8.5	10.2				11.5	4.3
1957-58	8.8	2.0	16.2	8.6	8.9	8.1				12.3	5.6
1959-60	8.8	2.9	16.7	7.2	7.1	9.2				10.2	8.4
1961-62	8.8	3.5	18.8	6.6	8.8	7.2		3.5	11.4		8.0
1963-64	9.7	3.2	16.5	6.9	9.8	2.7	13.0	12.0	15.0	10.8	6.9
1965-66	9.8	4.5	18.5	7.0	10.4	2.0	13.4	12.2	14.0	11.9	4.2

SALARIES AND WAGES: REGULAR AND STUDENT

1952-53	32.8%	33.3%	40.0%	31.4%	31.9%	33.3%	28.9%	%	36.0%	29.8%	28.9%
1955-56	33.9	39.9	38.0	30.6	33.0	37.7	31.3	36.5	27.3	29.2	30.8
1957-58	33.5	44.6	40.3	31.5	32.5	34.4	32.9	28.5	28.4	34.6	33.7
1959-60	33.1	42.2	38.7	28.7	30.1	31.0	31.4				35.4
1961-62	36.9	47.2	34.3	28.8	37.2	31.9	32.8	42.4	39.4	39.7	36.6
1963-64	33.5		31.6	27.3	41.3	33.9	33.7	28.2		37.4	37.3
1965-66	33.6	37.7	33.7	26.6	41.6	37.9	35.4	26.3	23.0	33.9	39.0

SALARIES AND WAGES: STOREROOM AND MEAT PREPARATION

1952-53	1.7%	%	1.0%	1.9%	2.5%	1.8%	%	%	%	1.5%	1.2%
1955-56	1.6		1.2	2.0	2.7	1.7				1.3	.8
1957-58	2.0		2.0	2.0	3.8	1.9		2.0		1.6	.8
1959-60	1.9		1.4	1.8	3.8	1.9				31.8	.8
1961-62	1.7		2.1	1.7	.9	2.1		2.7		1.5	.8
1963-64	1.6	1.1	1.6	2.1		2.0		2.0		1.2	.6
1965-66	4.5	1.2	1.6	2.5		1.7		2.2	14.0	11.0	

EXHIBIT C—(Continued)

SALARIES AND WAGES: EMPLOYEE MEALS

1952-53	1.9%	%	2.2%	.2%	.7%	1.6%	%	.8%	%	%	6.0%
1955-56	1.9		1.8	.2		1.7		1.1			5.7
1957-58	6.0	.6	1.8	.2		1.0		1.1	37.6		5.5
1959-60	2.1	.7	1.4	.1		.4					3.7
1961-62	1.3	.5	1.1	.2		.5	1.6	1.0	2.0		4.0
1963-64	1.0	.4	1.0	.1		.6	1.2	1.0	2.0		1.8
1965-66	1.2	.3	1.1	.2		.6	1.6	2.4	2.0		1.7

SALARIES AND WAGES: RETIREMENT

1952-53	1.7%	%	%	1.9%	%	1.2%	%	1.1%	%	%	2.6%
1955-56	1.7			1.9	.8	1.7		1.4			2.9
1957-58	1.6			2.0	.5	1.7		1.8		.7	2.7
1959-60	1.4	3.2		2.1	.6	1.7	.7			2.4	3.0
1961-62	1.9	3.0		1.9	1.0	2.2	.8	1.8		2.6	
1963-64	2.1	2.9		1.9	1.2	2.9	1.0	1.9	3.0	2.3	
1965-66	2.3	3.1		2.3	1.3	3.1	1.1	1.8	3.0	2.4	

TOTAL SALARIES AND WAGES

1952-53	41.9%	37.7%	49.1%	39.4%	40.5%	42.9%	33.5%	36.7%	48.0%	44.8%	46.8%
1955-56	42.3	45.2	49.0	39.7	42.0	47.9	35.8	39.0	43.9	40.3	49.0
1957-58	43.8	50.5	50.4	41.5	42.9	44.5	38.7	40.4	46.7	42.0	50.4
1959-60	44.5	51.2	47.5	38.9	40.3	42.8	39.1	41.5	56.7	46.2	52.9
1961-62	44.4	47.2	43.2	38.2	42.6	44.6	42.2	42.4	50.2	48.2	52.6
1963-64	42.2	47.0	43.2	37.6	46.7	47.8	42.7	39.8	45.0	44.4	47.8
1965-66	45.3	48.5	44.4	39.6	46.5	52.5	44.1	40.7	48.0	41.7	48.9

OTHER EXPENSES—TOTAL

1952-53	6.4%	4.1%	6.2%	3.4%	7.1%	7.6%	3.3%	5.0%	7.0%	14.8%	5.7%
1955-56	5.9	4.0	7.4	3.9	5.9	8.7	3.1	5.8	6.5	9.4	6.3
1957-58	5.6	4.1	5.2	4.0	6.3	6.6	3.0	4.5	5.6	11.4	6.2
1959-60	5.9	4.9	8.8	4.0	7.2	6.5	3.8		6.4	11.4	6.6
1961-62	6.5	5.9	7.6	4.4	8.7	7.2	4.4	5.6	5.1	11.7	6.1
1963-64	6.6	5.1	6.2	4.5	6.3	6.7	5.7	5.0	7.7	13.8	6.3
1965-66	7.2	6.3	7.9	4.6	6.5	6.5	7.5	6.6	10.0	11.5	6.9

BALANCE BEFORE RESERVE PROVISION

1952-53	8.7%	12.1%	2.2%	14.0%	14.3%	6.9%	18.6%	14.8%	4.8%	1.6%	2.9%
1955-56	11.1		2.1	15.1	17.0	6.0	21.9	13.2	6.8	9.5	5.8
1957-58	10.4	6.9	4.4	13.8	14.5	12.9	20.6	13.9	3.3	6.3	5.1
1959-60	8.6	8.1	1.9	19.5	14.1	12.1	19.8		2.5	2.7	3.8
1961-62	10.8	6.8	12.7	21.3	11.5	9.3	18.8	11.9	-1.0	1.8	3.5
1963-64	12.7	9.0	14.6	21.7	9.9	9.2	17.5	14.5			11.1
1965-66	9.5	8.9	10.9	20.0	11.5	4.7	12.9	10.9		4.4	

DEPRECIATION OF EQUIPMENT

1952-53	2.1%	%	1.2%	2.2%	1.0%	3.0%	2.0%	3.2%	2.0%	2.4%	2.1%
1955-56	1.7		1.2	1.0	.5	2.4	1.9	3.0	1.4	2.1	1.9
1957-58	2.0		1.6	1.2	2.3	1.9	2.4	3.1	1.4	2.1	2.1
1959-60	1.3		2.1	1.3	.1	1.8	2.6		.2	2.1	2.4
1961-62	1.7		1.2	1.3	.8	2.1	2.5	2.5	.1	2.0	2.2
1963-64	1.8		2.3	1.2	.3	2.0	2.7	2.5		2.1	1.6
1965-66	1.7		1.7	1.4	.3	1.9	2.4	2.7		1.9	1.4

REPAIR OF EQUIPMENT

1952-53	1.1%	.2%	2.0%	1.3%	1.4%	.5%	1.2%	1.6%	1.0%	%	1.1%
1955-56	1.6	.5	2.5	1.3	1.3	.5	.9	2.7	1.5	3.0	1.0
1957-58	1.7		2.0	1.7	1.0	.6	1.3	4.0	1.8		1.1
1959-60	1.3		5.7	1.3	.6	.5	1.3		2.6		
1961-62	1.4			1.5	.1	.7	.8	2.4	2.5		1.1
1963-64	1.4			2.0	.6	.5	1.2	2.8			1.6
1965-66	1.8			2.6	.6	.5		3.8			1.4

TOTAL EXPENSE

1952-53	94.2%	88.1%	101.0%	89.5%	88.1%	96.6%	84.6%	90.0%	103.0%	100.8%	100.3%
1955-56	92.0	88.1	101.6	87.2	84.6	96.9	80.9	92.5	96.1	95.6	97.1
1957-58	92.8	93.1	99.2	89.1	88.8	89.6	83.1	93.2	99.9	95.8	98.1
1959-60	95.7	91.9	105.9	83.1	86.6	90.2	84.1	110.2	110.2	99.4	99.8
1961-62	92.4	93.2	88.5	81.5	88.5	93.5	84.5	94.0	99.2	100.2	99.8
1963-64	90.8	91.0	87.7	81.5	91.0	93.3	86.4	90.8	94.5	99.2	92.2
1965-66	93.5	91.1	90.7	84.0	89.4	97.6	89.5	95.6	98.0	97.5	98.9

EXHIBIT C—(Continued)

OPERATING BALANCE OR (DEFICIT)

1952-53	5.8%	11.9%	–1.0%	10.5%	11.9%	3.4%	15.4%	10.0%	–3.0%	–.8%	–.3%
1955-56	8.0	11.9	–1.6	12.8	15.4	3.1	19.1	7.5	3.9	4.4	2.9
1957-58	7.2	6.9	.8	10.9	11.2	10.4	16.9	6.8	.1	4.2	1.9
1959-60	6.9	8.1	–5.9	16.9	13.4	9.8	15.9	–10.2	–10.2	.6	.2
1961-62	7.6	6.8	11.5	18.5	11.5	6.5	15.5	6.0	.8	–.2	.2
1963-64	10.5	9.0	12.3	18.5	9.0	6.7	13.6	9.2	5.5	.8	7.8
1965-66	6.1	8.9	9.3	16.0	10.6	2.4	10.5	4.4	2.0	2.5	1.1

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There are many useful planning suggestions in all issues of **Kitchen Planning**, Cadle/Learned Publications, 1 West Elm Street, Greenwich, Conn., 06830.

There are a number of splendid magazines covering the subject of food service. Any issue will have a number of items of interest. Recommended are:

Institutions, Medebit Publications, Inc., 1801 Prairie Avenue, Chicago, Illinois

Volume Feeding Management, Conover-Mast Publications, 205 East 42nd Street, New York, N.Y., 10017

Food Service Magazine, E. I. P. Inc., 2132 Fordem Avenue, Madison, Wisconsin

College Management, Management Publication Group, 22 W. Putnam Avenue, Greenwich, Connecticut

School and College Food Management, Food Management Publications, Inc., Ojibway Building, Duluth, Minnesota

Association of College Unions-International

The Association was founded in 1914; it is one of the oldest intercollegiate educational organizations. Its purpose is to provide an opportunity for unions to join in studying and improving their services, and to assist in the development of new college unions.

The Association membership numbers approximately 750 colleges and universities, including junior colleges, in the United States, Canada, England, Australia, New Zealand, Japan, Taiwan, the Philippines, and Puerto Rico. Included are many "Houses", "Halls", and "Centers" which serve as community centers for the campus, whether they be found at co-educational, men's, or women's colleges. It is not necessary to have a building to be an Association member.

Regional Representatives from 15 geographical areas of the United States and Canada assist in the general development of the Association, advise on matters of policy, and arrange for regional conferences in the fall which emphasize both student and staff participation.

An international conference is held annually for staff members.

A central headquarters, information service, and employment service are maintained at P. O. Box 7286, Stanford, California, 94305. Copies of all Association publications may be obtained from this office. Also on file are copies of surveys and studies made on many aspects of union operation.

The standing committees of the Association foster studies and programs concerned with the arts, recreation, junior colleges, international relations, public relations, professional development, research, joint efforts with other educational associations, and special projects.